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Ministry of the Attorney General

Estimates Briefing Book 2015-16

Ministry of the Attorney General

November 2015

Ontario

ISSN 2369-2235

Ce document est disponible en français.

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Ministry overview

The Ministry of the Attorney General is responsible for providing a fair and accessible justice system that reflects the needs of diverse communities across the province. The ministry strives to manage the justice system in an innovative, sustainable and responsive way that inspires public confidence and upholds the rule of law.

Most of the work the ministry does is non-discretionary and demand-driven. The ministry plays a fundamental role in supporting the people of Ontario through all of its core functions.

The ministry employs approximately 8,000 staff who work in criminal, civil, family and small claims courts, and the ministry's agencies. They prosecute crime, deliver services to victims, support vulnerable people and provide legal services to government.

The ministry's core functions include:

MAG by the numbers:

- Approx. **8,000** personnel
- Includes **1,700** lawyers
- Administers approx. **150** statutes
- **600** judiciary across the province
- Operates **166** court locations with approx. **775** courtrooms
- Responsible for oversight of **6** non-adjudicative agencies and **18** tribunals

- **Criminal Prosecutions:** one of the ministry's most important responsibilities is to ensure the rule of law is upheld through the prosecution of crime. This is a non-discretionary, essential service. Without the rule of law, neither public safety nor effective government can exist.

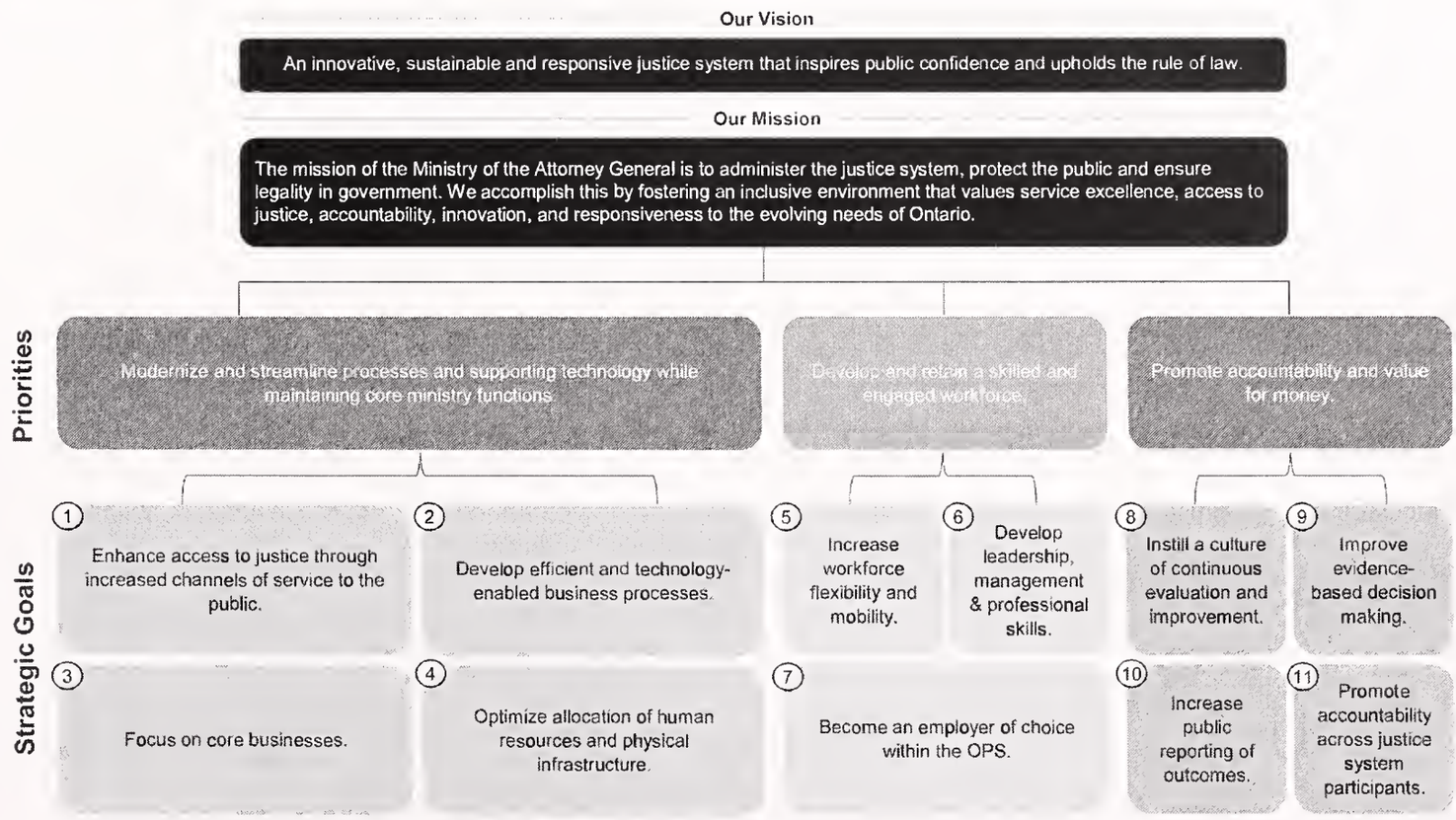
Last fiscal year alone, there were more than 215,000 criminal cases that entered the criminal courts in Ontario.

- **Administration of the Courts:** disputes under the many hundreds of provincial and federal statutes and regulations, the common law, and the Constitution are adjudicated in Ontario's courts. The delivery of court services is also mandated by provincial statutes and rules of court. In addition to criminal cases noted above, Ontario courts process approximately 139,000 civil and 72,000 family cases annually.
- **Legal Services to Government:** the ministry supports the Attorney General in her role as Chief Law Officer of the Crown, which involves being the principal legal representative and adviser of the Crown as well as the guardian of the public interest in legal affairs. The ministry provides expert and strategic legal services in all matters related to civil law - from Aboriginal to environmental, constitutional to corporate-commercial, and health to human rights.
- **Support to Victims and Vulnerable People:** the ministry's Victims and Vulnerable Persons Division is responsible for programs and services that assist victims of crime and vulnerable persons. Ontario Victim Services provides a broad range of critical supports and services that assist those who have been victimized or affected by trauma, including homicide, assault, domestic violence, sexual assault, elder abuse and hate crimes. The Office of the Children's Lawyer represents over 20,000 children and youth across the province in various areas of law including child protection proceedings, child custody and access disputes, estate matters and civil litigation, ensuring that the child has a voice in the court process. In addition, the Office of the Public Guardian and Trustee acts as property/personal care guardian, makes medical treatment decisions, administers estates, and provides legal services for mentally incapable adults who do not have anyone willing or able to act on their behalf.
- **Policy Development**: the ministry is responsible for over 140 pieces of legislation that guide and direct the civic, business and family life of Ontarians while supporting the government's policy and legislative agenda.
- **Aboriginal Relations:** through the Aboriginal Justice Division, in the spirit of reconciliation, the ministry strives to build strong, positive and respectful

relationships with Aboriginal communities in Ontario. The division oversees existing programs and will lead the development of new programs and services to support Aboriginal peoples in contact with the justice system and Aboriginal justice matters.

- **Agency and Tribunal Oversight:** the ministry is responsible for six high-profile regulatory and operational agencies, and 18 adjudicative tribunals. The Agency and Tribunal Relations Division provides the ministry with strategic leadership on agency and tribunal-related issues, while focusing on relationships and governance in a manner that balances oversight and accountability.

Ministry's Strategic Plan



In 2015-16, the ministry will continue to implement its five-year strategic plan (2014-19) and will identify strategies to achieve its long-term goals. The strategic plan helps ensure that all staff are working toward common, long-term goals, no matter what division they work in, where they are located, or what jobs they do.

The ministry's strategic plan focuses on:

- modernizing and streamlining;

- evidence-based decisions;
- value for money;
- fiscal sustainability through strategic use of limited resources;
- customer service excellence;
- an enabled and supported work force;
- a sustainable justice infrastructure.

The ministry has fundamentally changed its approach and is focusing its efforts on projects that are incremental, targeted, and that meet the expectations of court and tribunal users and the public. In 2015-16, the ministry will be moving ahead with a number of initiatives to deliver on these goals.

Modernizing and Streamlining

Innovation Office: In 2014, the ministry launched its Innovation Office with a mandate to lead a coordinated, incremental approach to justice system modernization. In 2015-16, the Innovation Office will continue to work with divisions and other justice sector partners to implement a number of initiatives to improve how we do business and to ensure the justice system is responsive, accessible and user-friendly.

Better Justice Together Strategy: In late 2014, the Attorney General launched a comprehensive, multi-year strategy called Better Justice Together, which commits to making the justice system simpler, faster and less expensive to improve access to justice for all Ontarians. The strategy affirms the ministry's focus to working with our justice partners in new and more collaborative ways.

To start, the strategy will focus on the following areas:

- ensuring court processes are faster and the justice system is easier to navigate;
- building an integrated system that allows justice partners and participants to better share and access the information they need;

- to make it easier for family justice participants to use mediation and other forms of alternate dispute resolution rather than going to court, and to ensure they have better access to the support services and information they need;
- to better support individuals with mental health issues who come into contact with the criminal justice system, including at the bail and sentencing stages.

Adjudicative Cluster Co-location Project: The ministry will continue with its project to co-locate 18 of its Toronto-based adjudicative tribunals that fall under three clusters (Environment and Land Tribunals Ontario; Social Justice Tribunals Ontario; Safety, Licensing Appeals and Standards Tribunals Ontario) to a government-owned building at 25 Grosvenor St. This initiative will continue through to 2016-17 and will help achieve the ministry's goals of modernizing the administrative justice system and providing better co-ordination and alignment of client services, improving access to justice and increasing operational efficiencies. Reducing third party leases will result in overall cost savings.

Evidence-based Decisions

Analytics Branch: To support the ministry in its modernization and core business fulfillment, a dedicated Analytics Branch within the Corporate Services Management Division has been created. The branch brings together ministry program subject matter experts, business analysts and Information Technology experts from Justice Technology Services to build integrated data analytics capacity to measure achievements and improve decision making across the ministry. Creating this resource has improved our ability to evaluate programs and make evidence-based decisions.

Value for Money/Fiscal Sustainability

Provincial Offences Act Consultation: As part of the ministry's priority to deliver a sustainable and responsive justice system, MAG is moving forward with a number of initiatives which promote access to justice, value for money and long-term viability. For example, the ministry is considering moving to an online administrative monetary penalty system for certain charges currently under the *Provincial Offences Act*, which

includes many traffic-related matters. A high volume of these charges are received every year, which takes up significant and costly justice system resources. Moving less complex matters to an online administrative system would help ensure that court resources are being used more efficiently and effectively. In March 2015, the ministry posted a public consultation paper online to explore these potential changes with court users, municipal and justice stakeholders and the public. The ministry is currently reviewing and analyzing the submissions and determining its next steps

Victim Crisis Assistance Ontario: On April 1, 2015, the ministry launched a new program called Victim Crisis Assistance Ontario to modernize the support provided to victims of crime and tragic circumstances. The new program replaced three existing programs and offers, in addition to existing services, enhanced support such as comprehensive needs assessments for vulnerable victims. Existing funding for the three preceding programs was redirected to the new program and redistributed to align with service demand. This modernization is part of the ministry's commitment to provide timely and effective services to those in need.

Customer Service Excellence

E-Laws Website Upgrade: Over the past year, the ministry has been engaged in a process to update the e-Laws website – the database holding Ontario's body of law – to make information about these laws easier to find and to improve overall user experience. In 2015, the ministry launched the new official e-Laws site with a number of refined key features while maintaining existing essential functions, such as print and download capabilities. The new site has: easier navigation between related documents; a quick and easy search function; a cleaner look and feel, and; simplified help information. In addition, the new site is more accessible for more people, including those who use screen readers. This change brings more online information into one place to make it faster and easier to use.

E-Filing: In 2014, the ministry launched a six-month pilot project to examine the possibilities around filing certain small claims court forms and paying court filing fees online. The project was initially rolled out in Brampton, Oshawa, Ottawa and Richmond Hill, but was later expanded to include the Toronto small claims court. Following on the success of the pilot, in 2015, the ministry launched the program

province wide, providing court users with a fast, easy and convenient way to file a claim for certain matters without entering a courthouse, 24-hours-a-day. The ministry will continue to monitor and evaluate this program and our entire service offering to ensure that the justice system is accessible and responsive to those who use it.

Enabled and Supported Workforce

Employee Engagement Survey: As noted in the ministry's strategic plan, our people are the key to our success. The ministry is committed to further developing a highly skilled and engaged workforce comprised of hardworking and passionate people. In 2014, we heard from 4,684 ministry employees - over 58% of MAG staff – about their experiences working in the organization through the OPS Employee Engagement Survey. This is a higher response rate than in 2011. The survey identified many positive results and highlighted areas where employees expressed satisfaction with ministry engagement actions, such as orientation and mentoring initiatives and town hall discussions. The survey also identified priority areas for improvement, including career advancement, performance barriers, organizational communication and recognition. In 2015, the ministry and divisional management teams will focus on working to improve these and other areas as we strive to become an employer of choice within the Ontario Public Service.

Sustainable Justice Infrastructure

Organizational Alignment: A key component to achieving long-term viability and success is to ensure that the organization is properly aligned to deliver its mandate. For 2015-16, we made a few essential changes to our ministry's structure:

- on April 1, 2015, the ministry welcomed Kimberly Murray as the inaugural Assistant Deputy Attorney General for the newly created Aboriginal Justice Division. This division, in collaboration with Aboriginal peoples, will develop new programs and services to support Aboriginal people in Ontario's justice system, while providing leadership on the government's response to the Honourable Frank Iacobucci's 2013 report, First Nations Representation on Ontario Juries;

- the ministry has consolidated the accountability and relationship management functions for its regulatory, operational and adjudicative agencies and tribunals within one division – the Agency and Tribunal Relations Division. This change centralizes agency and tribunal expertise and creates a clear point of contact for the public, stakeholders, and central agency oversight committees;
- the Ontario Criminal Injuries Compensation Board has joined the Social Justice Tribunals Ontario cluster of adjudicative tribunals. This move will allow the Board to draw on more resources, such as in-house legal staff and training opportunities, to enhance its adjudicative capacity, while maintaining its decision-making independence.

Legal Aid: The ministry will continue to make significant and important investments to expand access to legal aid. Ontario's 2014 budget committed to increasing the eligibility threshold by six per cent each year over three years. On April 1, 2015, the income eligibility threshold increased by another six per cent. This is the second increase to take place under our strategy, representing a $31.5 million investment for the 2015-16 year. Once the strategy is fully implemented, an additional one million low-income Ontarians will be eligible for legal aid services – more than double the number of people currently eligible for legal aid services.

Toronto Courthouse: The ministry will also continue to make strategic investments in our physical court infrastructure across the province. We are moving forward with plans to construct a new, modern and accessible courthouse for Toronto. The facility will bring together many of Toronto's Ontario Court of Justice criminal courts to reduce operational and facilities costs and make administration more efficient. The ministry is investigating the feasibility of including Superior Court of Justice and Ontario Court of Justice family courts in the building, depending on building capacity. The new courthouse will better serve Toronto by having justice programs and services in a single location.

Brampton Courthouse: We are also making significant investments at the Brampton courthouse, as population growth in the area continues to put pressures on the facility. The ministry has committed to building a permanent addition to the courthouse with two floors of courtrooms and four additional floors that will be completed to meet future caseload demand.

Organizational chart

This is a text version of an organizational chart for the Ministry of Government Services as of October 9, 2015. The chart shows the following hierarchical structure with the top level assigned to the Attorney General.

1. Attorney General - Madeleine Meilleur
    1.1. Deputy Attorney General - Patrick Monahan
        1.1.1. Group of three Legal counsel to the Deputy Attorney General
            1.1.1.1. (A) Executive Assistant & Legal Counsel to the Deputy Attorney General - Marie Irvine
            1.1.1.2. (A) Legal Counsel to the Deputy Attorney General - Jane Marshall
            1.1.1.3. (A) Legal Counsel to the Deputy Attorney General - Linda Shin
        1.1.2. Assistant Deputy Attorney General, Court Services Division - Lynne Wagner
            1.1.2.1. (A) Executive Lead, Modernization - Lynn Norris
            1.1.2.2. (A) Director, Corporate Planning Branch - Brian Garrah
            1.1.2.3. (A) Director, Divisional Support Branch - Sheila Bristo
            1.1.2.4. Group of 7 Directors, Court Operations
                1.1.2.4.1. Toronto - Beverly Leonard
                1.1.2.4.2. Central East - Sarina Kashak
                1.1.2.4.3. East - Danielle Manton
                1.1.2.4.4. Central West - Pauline Mousticalis
                1.1.2.4.5. West - Samantha Poisson
                1.1.2.4.6. Northeast - Cathy Kulos
                1.1.2.4.7. Northwest - Jo Dee Kamm

1.1.2.5. Director, Criminal/POA Policy & Programs - Diana Hunt

1.1.2.6. (A) Director, Civil & Family Policy & Programs - Vaia Pappas

1.1.2.7. Exec. Legal Officer, Ontario Court of Justice - Lori Newton

1.1.2.8. (A) Sr. Legal Officer, Court of Appeal - Alison Warner

1.1.2.9. Exec. Legal Officer, Superior Court of Justice - Roslyn J. Levine

1.1.2.10. Director, Criminal Justice Modernization Strategy - Michael Waby

1.1.3. Assistant Deputy Attorney General, Criminal Law Division - James Cornish

1.1.3.1. Director, Strategic Operations and Management Centre (SOMC) - Tammy Browes-Bugden

1.1.3.2. Director, Crown Law Office, Criminal - Howard Leibovich

1.1.3.3. Director, Guns & Gangs - Fred Braley

1.1.3.4. Director, Crown Strategic Initiatives - Mark Saltmarsh

1.1.3.5. Director, Major Cases - James M. Stewart

1.1.3.6. Group of 6 Directors, Court Operations

1.1.3.6.1. Toronto - Andrew Locke

1.1.3.6.2. Central East - John Sotirakos

1.1.3.6.3. East - Hilary McCormack

1.1.3.6.4. Central West - Lowell Hunking

1.1.3.6.5. West - Lowell Hunking

1.1.3.6.6. North - John Luczak

1.1.4. Director, Communications - Marianne Summers

1.1.5. Assistant Deputy Attorney General, Legal Services Division - Malliha Wilson

1.1.5.1. Director, Crown Law Office, Civil - Troy Harrison

1.1.5.2. Chief Counsel, Constitutional Law - Michel Hélie

1.1.5.3. Director, Legal Services Program Support Branch - Suzanna Birchwood

1.1.5.4. Portfolio Director (Gov/Social Services)

1.1.5.4.1. Group of 6 Directors, Legal Services

1.1.5.4.1.1. MEDU/MTCU - Prabhu Rajan

1.1.5.4.1.2. MCIIT & MGCS - Fateh Salim

1.1.5.4.1.3. TBS - Sean Kearney

1.1.5.4.1.4. MOF - Michael Waterston (A)

1.1.5.4.1.5. Energy & MEDEI/MRI - Carlyn Calwell

1.1.5.4.1.6. MMAH - Joanne Davies

1.1.5.5. Portfolio Director (Local/Direct Public Services) - Julia Evans (A)

1.1.5.5.1. Group of 7 Directors, Legal Services - David Costen

1.1.5.5.1.1. CRIA - Tom Schneider (A)

1.1.5.5.1.2. FRO - Shannon Chace (A)

1.1.5.5.1.3. MTO - Mary Gersht

1.1.5.5.1.4. MCSS/MCYS - Diane Zimnica

1.1.5.5.1.5. PPAGS/MTCS - Peter Spencer (A)

1.1.5.5.1.6. FSCO - Michael Doi

1.1.5.5.1.7. MOHLTC - Janice Crawford

1.1.5.6. Portfolio Director (Resources & Economics) - Jane Mallen

1.1.5.6.1. Group of 8 Directors, Legal Services

1.1.5.6.1.1. MOECC - Halyna Perun

1.1.5.6.1.2. MNRF - Leith Hunter

1.1.5.6.1.3. MAA - Raj Dhir

1.1.5.6.1.4. OMAFRA - Jeff Schelling

1.1.5.6.1.5. MCSCS - Brian Loewen

1.1.5.6.1.6. Agencies (CCB, COIC, OCPC, LHINS) - Jeff Simser

1.1.5.6.1.7. MOL - Bridget Lynett

1.1.5.6.1.8. MNDM - Andrew Macdonald

1.1.6. Chief Legislative Counsel - Mark Spakowski

1.1.7. Assistant Deputy Attorney General, Victims and Vulnerable Persons Division - Louise Stratford

1.1.7.1. Director, Programs & Community Development, Ontario Victim Services - Linda Haldenby

1.1.7.2. Director, Policy & Program Development, Ontario Victim Services

1.1.7.3. Children's Lawyer - Lucy McSweeney

1.1.7.4. Public Guardian and Trustee - Ken Goodman

1.1.7.4.1. Chief Financial Officer - Joy Stevenson

1.1.7.4.2. Director, Client Services - Tanya Weber-Kinch

1.1.8. Assistant Deputy Attorney General & CAO, Corporate Services Management Division - Dante Pontone

1.1.8.1. Director, Business and Fiscal Planning - Jatinder Singh

1.1.8.2. Director, HR Strategic Business Unit - Barbara Ross

1.1.8.2.1. Manager, Business Continuity & Emergency Management - Megan Dykie

1.1.8.3. Director, Facilities - Susan Patterson

1.1.8.4. (A) Director, Analytics Branch - Susan Kyle

1.1.8.5. Director, Justice Sector Security Office - Matt Crone

1.1.8.6. Coordinator, Freedom of Information - Enza Rangone*

1.1.8.7. Coordinator, French Language Services - Sabine Derbier*

1.1.8.8. Director, Audit Services - David Horie*

1.1.9. Assistant Deputy Attorney General, Aboriginal Justice Division - Kimberly Murray

1.1.9.1. (A) Director, Aboriginal Justice - Kingsley Laurin

1.1.10. Assistant Deputy Attorney General, Policy & Innovation Division - Irwin Glasberg

1.1.10.1. Director, Justice Policy Development - Andrea Strom

1.1.10.2. Executive Director, Innovation - Meredith Brown

1.1.10.2.1. (A) Director, Strategic Business - Christopher Johns

1.1.10.2.2. Director, Project Management Office - Maura Dales

1.1.11. Assistant Deputy Attorney General, Agency & Tribunal Relations Division - Ali Arlani

1.1.11.1. Director, Agency Relations - Ana Kapralos

1.1.11.2. Director, Tribunal Relations - Robin Dafoe

1.1.11.3. President & CEO, Legal Aid Ontario - Bob Ward†

1.1.11.4. Registrar & CEO, Alcohol & Gaming Commission of Ontario - Jean Major†

1.1.11.5. (A) Executive Lead, Social Justice Tribunals Cluster - Ellen Wexler†

1.1.11.6. COO, Office of the Independent Police Review Director - Michael Mamo†

1.1.11.7. Executive Officer, Special Investigations Unit - William Curtis†

1.1.11.8. (A) Executive Lead, Environment and Land Tribunals of Ontario - Anne Marie Predko†

1.1.11.9. (A) Executive Lead, Safety, Licensing Appeals and Standards - Anne Marie Predko†

1.1.11.10. (A) Executive Director, Ontario Human Rights Commission - Dianne Carter†

1.1.11.11. Executive Director, Human Rights Legal Support Centre - Kathy Laird†

1.1.12. Justice Cluster Chief Information Officer & ADM, JTS - Robin Thompson*

1.1.12.1. Head, Solutions Branch - Catherine Emile*

† Denotes an arms-length organization.

* Denotes positions which provide service to Justice Cluster.

Justice Technology Services provides support to MAG and MCSCS.

Download printer-friendly organizational chart (PDF)

Ministry of the Attorney General Legislation

- **Administration of Justice**
  - Administration of Justice Act
  - Age of Majority and Accountability Act
  - Apology Act, 2009
  - Arbitration Act, 1991
  - Assessment Review Board Act
  - Bail Act
  - Blind Persons' Rights Act
  - Class Proceedings Act, 1992
  - Commissioners for Taking Affidavits Act
  - Compensation for Victims of Crime Act
  - Courts of Justice Act
  - Crown Witnesses Act
  - Dog Owners' Liability Act
  - Environmental Review Tribunal Act, 2000
  - Evidence Act
  - Execution Act
  - Fines and Forfeitures Act
  - Fire Protection and Prevention Act, 1997 *(sections pertaining to the Fire Safety Commission)*
  - Habeas Corpus Act

- Hospitals and Charitable Institutions Inquiries Act
- Human Rights Code
- Judicial Review Procedure Act
- Juries Act
- Justices of the Peace Act
- Legal Aid Services Act, 1998
- Legislation Act, 2006
- Licence Appeal Tribunal Act, 1999 *(sections pertaining to the Licence Appeal Tribunal)*
- Limitations Act, 2002
- Ministry of Correctional Services Act, 1990 *(sections pertaining to the Ontario Parole Board)*
- Negligence Act
- Notaries Act
- Ontario Heritage Act, Part III
- Ontario Municipal Board Act
- Ontario Society for the Prevention of Cruelty to Animals Act, R.S.O. 1990 *(sections pertaining to the Animal Care Review Board)*
- Ontario Works Act, 1997 *(section pertaining to Social Benefits Tribunal)*
- Police Services Act *(sections pertaining to Office of the Independent Police Review Director and the Ontario Civilian Police Commission and the Special Investigations Unit)*
- Provincial Offences Act
- Public Inquiries Act, 2009
- Real Property Limitations Act
- Safe Streets Act, 1999
- Statutory Powers Procedure Act

- Tobacco Damages and Health Care Costs Recovery Act, 2009
- Victims' Bill of Rights, 1995

- **Family Law**
  - Child and Family Services Act *(sections pertaining to Child and Family Services Review Board, Custody Review Board)*
  - Children's Law Reform Act
  - Family Law Act
  - Parental Responsibility Act, 2000
- **Inter-jurisdictional**
  - Enforcement of Judgments Conventions Act, 1999
  - Interjurisdictional Support Orders Act, 2002
  - International Commercial Arbitration Act
  - International Interests in Mobile Equipment Act (Aircraft Equipment), 2002
  - Inter-Provincial Summonses Act
  - Reciprocal Enforcement of Judgments Act
  - Reciprocal Enforcement of Judgments (UK) Act
  - Settlement of International Investment Disputes Act, 1999
  - Trans-boundary Pollution Reciprocal Access Act
- **Property Statutes**
  - Accumulations Act
  - Aliens' Real Property Act
  - Conveyancing and Law of Property Act
  - Disorderly Houses Act
  - Escheats Act
  - Expropriations Act

- Fraudulent Conveyances Act
- Mortgages Act
- Occupiers' Liability Act
- Partition Act
- Property and Civil Rights Act
- Religious Organizations' Lands Act
- Short Forms of Leases Act
- Trespass to Property Act

- **Business Regulation**
  - Absconding Debtors Act
  - Alcohol and Gaming Regulation and Public Protection Act, 1996 *(sections related to Alcohol and Gaming Commission of Ontario)*
  - Bulk Sales Act
  - Business Records Protection Act
  - Charities Accounting Act
  - Commercial Mediation Act, 2010
  - Construction Lien Act
  - Costs of Distress Act
  - Creditors' Relief Act, 2010
  - Electronic Commerce Act, 2000
  - Employers and Employees Act
  - Frustrated Contracts Act
  - Gaming Control Act, 1992
  - International Sale of Goods Act
  - Liquor Licence Act
  - Mercantile Law Amendment Act

- Pawnbrokers Act
- Sale of Goods Act
- Statute of Frauds
- Ticket Speculation Act
- Unconscionable Transactions Relief Act
- Vendors and Purchasers Act
- Wages Act
- Warehouse Receipts Act

- **Professional Regulation**
  - Architects Act
  - Barristers Act
  - Certified General Accountants Act, 2010
  - Certified Management Accountants Act, 2010
  - Chartered Accountants Act, 2010
  - Law Society Act
  - Professional Engineers Act
  - Public Accounting Act, 2004
  - Solicitors Act
- **Crown Duties/Immunity**
  - Crown Agency Act
  - Crown Attorneys Act
  - Ministry of the Attorney General Act
  - Ombudsman Act
  - Proceedings Against the Crown Act
  - Public Authorities Protection Act

- Public Officers Act

- **Estates**
  - Absentees Act
  - Crown Administration of Estates Act
  - Declarations of Death Act, 2002
  - Estates Act
  - Estates Administration Act
  - Perpetuities Act
  - Powers of Attorney Act
  - Public Guardian and Trustee Act
  - Residential Tenancies Act, 2006 *(sections pertaining to the Landlord and Tenant Board)*
  - Settled Estates Act
  - Substitute Decisions Act, 1992
  - Succession Law Reform Act
  - Trustee Act
  - Variation of Trusts Act

- **Other**
  - Civil Remedies Act, 2001
  - Donation of Food Act, 1994
  - Education Act *(sections pertaining to Special Education Tribunal- English & French)*
  - Executive Council Act
  - Good Samaritan Act, 2001
  - Libel and Slander Act
  - Lieutenant Governor Act

- Members' Integrity Act, 1994
- Ontario Association of Former Parliamentarians Act, 2000
- Prohibiting Profiting from Recounting Crimes Act, 2002
- Revised Statutes Confirmation and Corrections Act, 1993
- Religious Freedom Act
- Time Act

- **Democracy statutes**
  - Election Act
  - Election Finances Act
  - Legislative Assembly Act
  - Representation Act, 2005

Agencies, boards and commissions reporting to the ministry

Table showing expenditures and revenues of agencies, boards and commissions reporting to the ministry, for 2014/15 (actual) and 2015/16 (estimates).

Description	Expenditure (Accrual 2015/16 estimates) $	Revenue (Accrual 2015/16 estimates) $	Expenditure (2014/15 interim actual) $	Revenue (2014/15 interim actual) $
Alcohol and Gaming Commission of Ontario	29,177,200	25,641,000	30,113,900	25,650,800
Environment and Land Tribunals Ontario	17,229,200	1,900,000	18,012,000	1,176,300
Ontario Human Rights Commission	5,576,500		5,830,600	
Human Rights Legal Support Centre	5,336,200		5,336,200	
Public Inquiries	1,000		2,402,600	

Office of the Independent Police Review Director	7,014,200		7,334,900	
Legal Aid Ontario	386,089,100	50,800,000	364,155,600	50,800,000
Social Justice Tribunals	76,217,900	12,410,800	78,823,200	12,390,700
Safety, Licensing Appeals and Standards Tribunals Ontario	7,062,000	80,000	7,384,800	80,000
Totals	533,703,300	90,831,800	519,393,800	90,097,800

Ministry financial information

Table 1: Ministry Planned Expenditures 2015-16

Table showing the ministry's planned operating and capital expenses for 2015-16.

Operating expense	1,652,152,514
Capital expense	84,229,200
Total	1,736,381,714

Table 2: Operating and Capital Summary by Vote 2015-16

Table showing the ministry's operating and capital expenses and assets

Vote	Estimates 2015-16 $	Change from 2014-15 estimates $	Change from 2014-15 estimates %	Estimates 2014-15* $	Interim Actuals 2014-15* $	Actuals 2013-14* $

Operating and capital expense						
Ministry administration	235,957,200	(823,800)	(0.3)	236,781,000	232,668,100	211,505,191
Prosecuting crime	254,152,900	(4,935,000)	(1.9)	259,087,900	259,086,300	256,987,438
Policy, justice programs and agencies	564,883,300	11,976,800	2.2	552,906,500	549,104,800	543,071,164
Legal Services	30,828,800	(1,670,000)	(5.1)	32,498,800	32,498,700	49,450,385
Court Services	465,601,700	1,055,800	0.2	464,545,900	465,277,800	462,012,906
Victims and Vulnerable Persons	171,619,200	(6,352,800)	(3.6)	9,973,000	13,456,500	8,212,600
Political Contribution Tax Credit	6,929,600	(3,043,400)	(30.5)	9,973,000	13,456,500	8,212,600
Total including special warrants	1,729,972,700	(3,792,400)	(0.2)	1,733,765,100	1,724,896,800	1,699,767,425
Less: Special warrants	-	(766,492,800)	(100.0)	766,492,800	-	-
Total operating and capital expense to be voted	**1,729,972,700**	**762,700,400**	**78.9**	**967,272,300**	**1,724,896,800**	**1,699,767,425**
Special warrants	-	(766,492,800)	(100)	766,492,800	-	-

Statutory appropriations	6,409,014	(334,600)	(5.0)	6,743,614	20,651,668	94,995,520
Ministry total operating and capital expense	**1,736,381,714**	**(4,127,000)**	**(0.2)**	**1,740,508,714**	**1,745,548,468**	**1,794,762,945**
Consolidation and other adjustments	43,438,000	9,788,000	29.1	33,650,000	34,764,000	18,060,706
Total including consolidation & other adjustments	**1,779,819,714**	**5,661,000**	**0.3**	**1,774,158,714**	**1,780,312,468**	**1,812,823,651**
Operating and capital assets						
Ministry administration	9,800	1,400	16.7	8,400	8,400	15,805
Prosecuting crime	1,432,100	84,900	6.3	1,347,200	1,347,200	1,315,084
Policy, justice programs and agencies	3,473,400	(4,487,300)	(56.4)	7,960,700	2,561,600	1,376,588
Legal Services	217,000	25,500	13.3	191,500	191,500	203,383
Court Services	32,364,400	(4,244,500)	(11.6)	36,608,900	10,278,900	93,472,350
Victims and Vulnerable Persons	88,200	3,700	4.4	84,500	84,500	85,979
	37,584,900	**(8,616,300)**	**(18.6)**	**46,201,200**	**14,472,100**	**96,469,189**

Total including special warrants						
Less: Special warrants	-	(19,250,500)	(100.0)	19,250,500	-	-
Total operating and capital assets to be voted	**37,584,900**	**10,634,200**	**39.5**	**26,950,700**	**14,472,100**	**96,469,189**
Special warrants	-	(19,250,500)	(100.0)	19,250,500	-	-
Ministry total operating and capital assets	**37,584,900**	**(8,616,300)**	**(18.6)**	**46,201,200**	**14,472,100**	**96,469,189**

*Estimates for the previous fiscal year are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals for Operating and Capital Expense reflect the numbers preseted in the 2015 Ontario Budget

Appendix: Annual report 2014-2015

Ministry overview

The Ministry of the Attorney General is responsible for providing a fair and accessible justice system that reflects the changing needs of diverse, growing communities. The ministry strives to manage the justice system in an innovative, sustainable and responsive way that inspires public confidence and upholds the rule of law.

In 2014-15, the ministry made significant progress and had many achievements in pursuit of its mandate.

Modernizing the justice system

In fall 2014, Minister Meilleur articulated the ministry's vision for a more accessible justice system with the launch of the **Better Justice Together** strategy: a plan to work in collaboration with justice partners to deliver simpler, faster and less expensive justice services to Ontarians. The strategy will focus on:

- making sure court processes are faster and the justice system is easier to navigate;
- building an integrated system that allows justice partners and participants to better share and access the information they need;
- making it easier for family justice participants to use mediation and other forms of alternate dispute resolution rather than going to court, and ensuring they have better access to the support services and information they need;
- better supporting individuals with mental health issues who come into contact with the criminal justice system, including at the bail and sentencing stages.

Also, in 2014, the ministry continued to gain momentum in its effort to build a more modern justice system by planning and implementing new innovative programs and services.

Key initiatives included:

- **Small claims court e-filing**: In August 2014, the ministry kicked off a four-city pilot of a simpler, more convenient way to file small claims. E-filing allows individuals and businesses to file small claims court forms and pay court filing fees online. Claims that are eligible for e-filing include those set out in a contract of $25,000 or less, such as unpaid accounts for goods and services, loans, credit card debt and overdue rent. Following on the success of the pilot, in 2015, the ministry launched the program provincewide, providing court users with a fast, easy and convenient way to file a claim for certain matters without entering a courthouse. As of March 2015, over 20 per cent of all small claims are being filed online throughout the province, removing thousands of paper filings, making them electronic and providing access to justice services 24 hours a day, 7 days a week, including statutory holidays.
- **Daily Court Lists Online**: Launched in April 2014, this online version of the daily court lists makes it easier for people to find out when and where they need to go to court. Over 8,000 users search weekly for basic information about next-day court appearances, including the case number, the names of the parties involved and the time, location and reason for that appearance. Developed in partnership with the Superior Court of Justice and the Ontario Court of Justice, the website gives court users a faster, more convenient way to access daily court list information, which until now could only be obtained by calling or visiting the courthouse in person.

In 2014-15, **Legal Services Division** undertook a detailed review of its work designed to ensure long-term sustainability, efficiency and effectiveness while maintaining high standards in the quality of legal advice, prosecutions and litigation. In addition to a proposal to review the funding formula for all civil litigation services across government, the division:

- revamped its library services, moving materials to on-line formats and reducing its print budget by 26 per cent;
- standardized its chargeback procedures for all advisory legal services from both the Crown Law Office – Civil and the Constitutional Law Branch;
- combined prosecution practices from Ministry of Labour and the former Ministry of Consumer Services, increasing staff flexibility and productivity, while reducing the need to hire additional counsel;
- expanded its flex counsel program to address work surges in branches without increasing the overall Legal Services Division complement.

Increased access to legal aid

In 2014-15, the ministry made progress on a plan that, once fully implemented, will allow over **one million more people** to qualify for legal aid services.

Working together with Legal Aid Ontario, the ministry is raising the eligibility threshold at which people can qualify for legal aid assistance. The 2014 budget included an initial investment to increase the eligibility threshold by six per cent per year for the first three years of the plan. The first increase took place on November 1, 2014, and the second on April 1, 2015.

As a result of these two threshold increases, an additional 250,000 low-income Ontarians are now eligible to receive legal aid. Once fully implemented, an additional one million low-income people will have access to legal aid services -- more than double the number of people eligible for legal aid services prior to these investments.

Protecting public expression and participation

In December 2014, the Attorney General re-introduced Bill 52, the ***Protection of Public Participation Act.*** Bill 52 aims to help protect public participation in matters of public interest by giving Ontario's courts a fast and efficient way to identify and deal with strategic lawsuits. Second Reading on the legislation began on December 10, 2014, and continued in March 2015.

Expanding the Ombudsman's Jurisdiction

The ***Public Sector and MPP Accountability and Transparency Act,*** 2014 was passed in December 2014 which amended the *Ombudsman Act*. The amendments to the *Ombudsman Act* are not yet in force. Once in force, every Ontarian will have access to an ombudsman to receive their complaints about municipalities, school boards and universities.

Appointing new judges and justices of the peace

In 2014-15, the ministry continued to support a strong justice system with the appointment of 25 judges to the Ontario Court of Justice, one regional senior judge to the Ontario Court of Justice, and four regional senior justices of the peace.

Civil remedies for illicit activities

The ***Civil Remedies Act, 2001*** allows the Attorney General to ask the civil court for an order to freeze, take possession of, and forfeit to the Crown, property that is determined to be a proceed or an instrument of unlawful activity. These funds are then used to compensate victims, recover the Crown's costs and disburse grants to designated institutions to support programs and initiatives that assist victims of unlawful activity or prevent unlawful activity that leads to victimization.

Civil forfeitures – by the numbers

Since November 2003, at a total of $47.1 million in property has been forfeited to the Crown. Ontario has approximately $13.8 million in frozen property, pending completion of civil forfeiture proceedings. A total of $21.4 million has been distributed to direct victims and $10.9 million has been distributed in grants. In 2014-15, a total of $1.2 million was disbursed in civil remedies grants to 23 law enforcement agencies (municipal, provincial and federal) across the province for projects that prevent unlawful activities and help victims.

Better serving the needs of Aboriginal communities

In 2014-15, the ministry made considerable progress toward addressing the recommendations made by the Honorouble Frank Iacobucci in his report, *First Nations Representation on Ontario Juries*:

- The committee responsible for making recommendations to the government on the implementation of the report, which has since named itself "**Debwewin**" meaning "truth", held six meetings in 2014-15. These meetings, which were held in First Nations across the province, aimed to build strong relationships with the communities to further advance the work of implementing the recommendations.
- In September, the Attorney General launched the **Aboriginal Justice Advisory Group**, which creates an important forum for the AG to directly interact with Aboriginal justice partners. The group has since had two productive meetings, and expects to meet quarterly going forward.
- In the fall of 2014, in partnership with Nishnawbe Aski Nation, the pilot project to increase First Nations representation on the jury rolls for **Coroners' Inquests** was officially launched. The successful project compiled over 400 names of First Nations individuals who want to be included in the Coroners' jury roll process.
- In December, the ministry announced the appointment of **Kimberly Murray**, the first Assistant Deputy Attorney General of the newly created Aboriginal Justice Division. With her arrival on April 1, 2015, the division was officially launched.

Adjudicative Tribunal Cluster Transformation

The ministry continued to work on **co-locating** its 18 Toronto-based adjudicative tribunals that fall under three clusters: Environment and Land Tribunals Ontario (ELTO), Social Justice Tribunals Ontario (SJTO) and Safety, Licensing Appeals and Standards Tribunals Ontario (SLASTO), to a government-owned building. Further clustering work was also completed, which added the Criminal Injuries Compensation Board to SJTO effective April 1, 2015. To consider options for a more modern and cohesive legal and business framework for administrative justice at

MAG, the Administrative Justice Executive Committee (AJEC) was established. The ministry also continued its work to support the government's decision to transfer the automobile insurance dispute resolution system to the Licence Appeal Tribunal of the SLASTO cluster.

Serving victims of crime and vulnerable people

The ministry's Ontario Victim Services program offers a number of important services and supports for victims of crime and their families. In 2014-15, these programs continued to report positive results. For example:

- The **Victim/Witness Assistance Program** (V/WAP) provides support to victims and witnesses of crime to increase their understanding of, and participation in, the criminal court process. A measure that demonstrates the performance of this program is its service delivery standard, which requires that V/WAP make efforts to contact clients referred to the program within three business days. In 2013-14, the standard was reached over 96 per cent of the time.
- The **Supervised Access Program**, which is delivered by non-profit organizations across the province, provides safe settings for visits and exchanges between a child and non-custodial parents or other persons, where there are concerns about safety. Each year, the program provides over 70,000 supervised visits and exchanges. Last year, more than 99 per cent of Supervised Access Program visits and exchanges were completed without incident.

The ministry also supports a wide array of services for vulnerable people.

In 2014-15, the Office of the Public Guardian and Trustee (OPGT) acted as guardian for approximately 13,106 mentally incapable people. In addition, OPGT received approximately 5,536 treatment referrals and performed 200 screening and field investigations into allegations of harm, self-neglect or abuse.

The **Office of the Children's Lawyer** represents children in child protection proceedings, litigation and custody and access disputes. The office helps over

20,000 children at any given time with the assistance of approximately 80 staff and 750 fee-for-service legal and clinical agents across the province.

Building up our courthouse infrastructure

Throughout 2014-15, Ontario continued to fund its new courthouse construction program and invest in existing courthouses. New courthouses are providing more modern, efficient and accessible justice services and are boosting regional economies by creating and supporting hundreds of jobs. All new courthouses are being designed and built to meet the Canada Green Building Council's Leadership in Energy and Environmental Design (LEED) Silver standards, incorporating environmentally sustainable construction practices and energy-efficient design.

A number of major courthouse construction and renovation projects reached key milestones in 2014-15, including:

- The **Thunder Bay Courthouse** officially opened its doors in April 2014. The six-storey building boasts 19 judicial hearing rooms and features Ontario's first Aboriginal Conference Settlement Suite: a culturally and architecturally relevant space where Aboriginal justice traditions are acknowledged and understood.
- To respond to growing needs of the community, the expansion of the **A. Grenville and William Davis Courthouse** in Brampton kicked off in January 2015.

Improving efficiency and effectiveness of the criminal justice system

The ministry and its justice partners continued efforts to improve the efficiency and effectiveness of the criminal justice system and reduce delay through the **Justice On Target** (JOT) strategy.

JOT applies an evidence-based approach to the criminal justice system, fostering collaboration and innovation to improve processes while monitoring and measuring results. The strategy works with local and regional leaders to set goals to improve the percentage of cases meeting established benchmarks – a general number of

appearances and days for most adult criminal cases in the system, taking into account that not every case can or should meet benchmarks 100% of the time.

In 2014, the province's criminal justice system completed:

- less complex cases within five appearances, 60.3 per cent of the time;
- less complex cases within 90 days, 60.3 per cent of the time;
- more complex cases within 10 appearances, 64.7 per cent of the time;
- more complex cases within 240 days, 65.8 per cent of the time.

Public Inquiry into Algo Centre Mall collapse concludes

After months of research and consultation, the work of the independent inquiry into the events surrounding the collapse of the **Algo Centre Mall** in Elliot Lake concluded in 2014. Commissioner Paul R. Bélanger's final report was submitted to the Attorney General in October at an event held in the Elliot Lake community.

While committing to consider all recommendations, the government immediately agreed to taking the following steps:

- establishing an advisory panel and begin consulting with stakeholders, including our municipal partners on how to move forward with the recommendations;
- developing guidelines and working with first responders to clarify the role and responsibilities of Ministry of Labour inspectors and engineers at the scene of an ongoing rescue or recovery effort;
- reviewing the Incident Management System doctrine that guides first responders when multiple agencies are involved in the response, and outlines how command is structured.

In addition, the ministry committed to implementing a number of suggestions for improving the public inquiry process, and will work with Professional Engineers Ontario and the Ministry of Municipal Affairs and Housing on recommendations impacting the engineering profession.

Seeking answers to payment issues in the construction sector

In 2014, the ministry launched an **expert review** of the *Construction Lien Act* in response to stakeholder concerns related to prompt payment and effective dispute resolution in Ontario's construction industry, such as encouraging timely payment for services and materials, and making sure payment risk is distributed fairly.

Led by Bruce Reynolds, a leading expert in construction law and a senior partner at Borden Ladner Gervais LLP, the review will include the examination of payment issues within the construction sector.

It is anticipated that the review will be completed by December 2015.

Examining the adequacy and reliability of hair testing at Motherisk

In November 2014, the Attorney General appointed former Ontario Court of Appeal Justice Susan Lang to lead an **independent review** of the Motherisk hair analysis program.

Specifically, the review was asked to look into:

- the adequacy and reliability of the immunoassay biochemical hair-testing method used by Motherisk between 2005 and 2010 in child protection and criminal proceedings;
- whether a further review should be undertaken regarding specific cases, or classes of cases, in which Motherisk's hair testing was used.

Note: in April 2015, the Honourable Susan Lang recommended an increase in the scope of her mandate in order to carry out a broader review of the program. As a result, the independent review's mandate was expanded to:

- consider the adequacy and reliability of hair-strand drug and alcohol testing methods used by the Motherisk laboratory, beyond the method known as "immunoassay biochemical";

- expand the time period covered by the review by five years to now include testing done from 2010 to 2015;
- consider the extent to which the operation of the Motherisk laboratory between 2005 and 2015 adhered to internationally-recognized forensic standards;
- consider other matters related to the operation of the laboratory as appropriate.

The findings of this independent review will determine whether further action is needed to ensure public confidence in the province's child protection and criminal justice systems. To help ensure the independent review has the necessary time and resources to fulfil its expanded mandate, a final report is now due December 15, 2015.

Table 3: Ministry Expenditures 2014-15

Table showing the ministry's 2014-15 expenditures

	Ministry expenditures ($) 2014/15
Operating	1,667,202,158
Capital	78,346,300
Staff strength (as of March 31, 2015)	7,866.36

Interim outlook 2014/15, the Ministry of the Attorney General (excludes consolidations) (restated)
**Human resources - MAG*